

Getting Better at What Matters

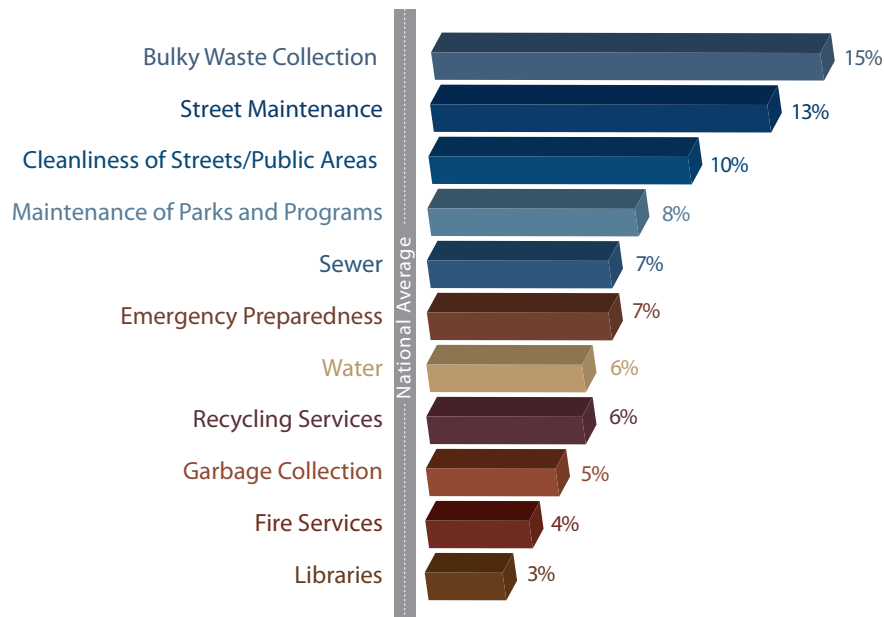


RESULTS THAT MATTER

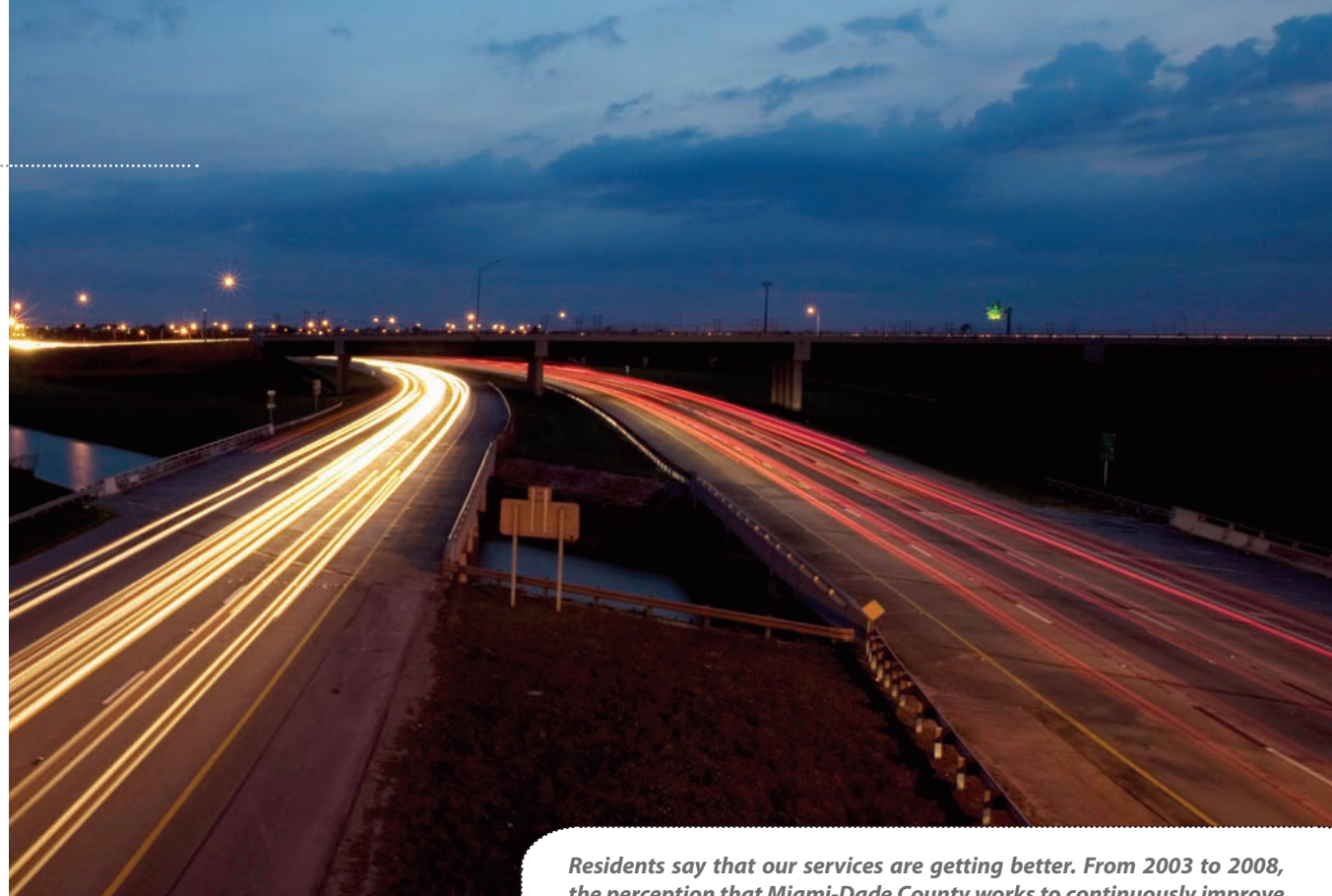
The best-run organizations find out what their customers want and then go the extra mile to deliver results. In government, you, the taxpayer, are the customer. We learn about what you want through the Resident Satisfaction Survey.

But we don't stop there. We compare ourselves to similar local governments across the nation. For many services, we do better.

Percentage by which Miami-Dade County exceeds U.S. Benchmark



The County has made significant strides toward exceeding national service benchmarks. Improvement is still needed in some key areas where we fell short, such as public transit, managing traffic flow and preventing street flooding.



Residents say that our services are getting better. From 2003 to 2008, the perception that Miami-Dade County works to continuously improve services increased by 18 percent.

Miami-Dade County conducted the survey in 2003 and again in 2005. With the 2008 survey results in, a clear picture of what is and isn't working has emerged.

Of the 102 areas measured in the 2005 and 2008 surveys, we have improved in 93. And at a time when overall satisfaction scores across governments in the United States have declined 6 points, ours are up 10.

This means that we are getting better at what matters to you. This report is a snapshot of the results and what the County is doing to move the needle. You can find the complete 2008 Resident Satisfaction Survey online at www.miamidade.gov/results.

You don't have to wait until the next survey to give us your feedback. Visit www.miamidade.gov to volunteer for a feedback panel.

GOVERNING FOR RESULTS

In order to best serve the community, it's essential to have a plan that successfully guides us into the future. That's why we've developed our strategic plan that prioritizes the services that matter to you. It's updated about every five years to keep pace with our changing community, which keeps us on track to *deliver excellence every day*.



This publication is printed on 30% PCW recycled paper

KEY SERVICE AREAS:



Public Safety



Neighborhood



Transportation



Recreation & Culture



Health & Human Services



Economic Development



General Government

The County calculates data based on a fiscal year that begins on Oct. 1 and ends on Sept. 30 of the following year. To learn more about the priorities that drive the development of the County Strategic Plan, go to www.miamidade.gov/stratplan.



PUBLIC SAFETY

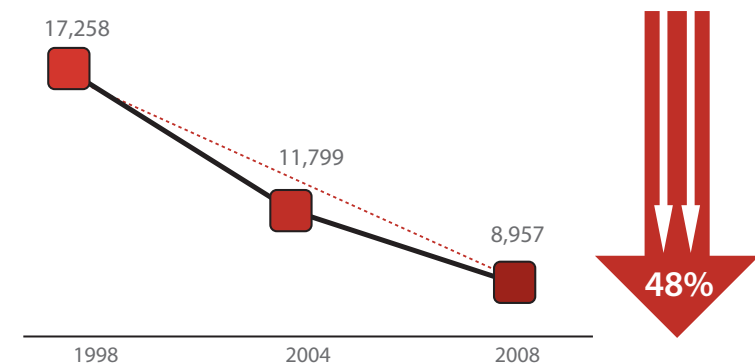
Feeling secure in one's surroundings is a priority for our residents. We've been working hard to protect you and your neighborhoods from harm. By most accounts you agree. **Seventy-five percent** of residents surveyed felt safe walking alone in their neighborhoods during the day and 51 percent felt safe walking alone at night — an improvement of about 20 points each over 2005.

- **Emergency response you can count on.** In spite of the increase in population and number of incoming calls, emergency response remained relatively unchanged in 2008 – **8.2 minutes** for police and **8.05 minutes** for fire.
- **Taking guns off the street.** The number of illegal guns seized from the streets has tripled since the implementation of the Gun Bounty Program. In 2008, the **seizure of 188 guns** led to 110 arrests. More than 30 criminal cases were solved as a result.
- **Serious crime has declined.** Violent crimes like murder, forcible sex offenses, robberies and aggravated **assaults are down 40 percent** over the last decade. In terms of satisfaction with access to police, we've gained 6 points.
- **Making sure you are hurricane ready.** While 73 percent of residents surveyed said their households were prepared for an emergency, County emergency managers have continued to step up public education efforts so that all residents are prepared. Take steps to be prepared and download a copy of the Hurricane Guide at www.miamidade.gov/hurricane.



Fire Rescue service earned high marks from you. Even though there's been a 10 percent increase in call volume over the last five years, 84 percent of you were satisfied with service. That's a 2-point increase over 2005.

JUVENILE ARRESTS DOWN BY NEARLY 50% OVER THE LAST DECADE



With the juvenile arrest rate decreasing nearly 50 percent over the last decade, it's no wonder the Juvenile Services Department has received international recognition. As a result, countries such as Belgium, Spain and Thailand are developing their own programs based on the County model.



NEIGHBORHOOD

In the 2008 survey, you told us you value smooth roads, well-kept public areas and efficient drainage. We've made other efforts to become greener and cleaner, from reducing the time to pick up bulky trash to producing the best drinking water in the state.

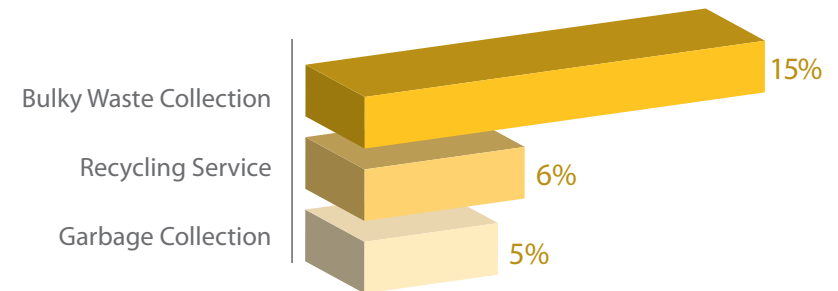
- **Prevention really is the best medicine.** The street flooding that had plagued neighborhoods is diminishing – more than 13,000 storm drains and pipes were unclogged in 2008 alone. Neighborhood Enhancement Action Teams (NEAT) have not only helped prevent street flooding, they've also addressed a host of other neighborhood issues. In 2008, NEAT crews **filled more than 45,000 potholes** and repaired 12,000 sidewalks.
- **Cool, clean water right from the tap.** Miami-Dade's tap water exceeds both state and federal standards and has been judged the state's best-tasting water by the Florida Section of the American Water Works Association. But the judges that matter most are our customers, and your **79 percent satisfaction rating** means you trust your water supply.
- **Clean neighborhoods, twice as fast.** In three years, the average response time for bulky waste pickup collection has been **reduced from 14 to 7 days**. Garbage collection service received an 84 percent satisfaction rating.



Together we've planted the seeds for a greener future. By adopting and planting more than 130,000 free trees provided through the Adopt-a-Tree program, you've helped reforest the community, lower energy bills and clean the air.

WE'RE BETTER THAN THE REST ON TRASH AND RECYCLING

Percentage by which Miami-Dade County exceeds U.S. Benchmark



Your community's waste service is among the nation's very best. Satisfaction with curbside garbage pickup is up to 84 percent. And thanks to the new single cart system, recycling is up 120 percent.



TRANSPORTATION

In 2008, a family misplaced three passports at Miami International Airport. Miami-Dade Police Officer Allen Lowy not only found the passports, but managed to reach the departure gate and personally deliver them to the family just before takeoff. That commitment to service exemplifies how our transportation services have become more customer-friendly. The effects of customer service overhauls by Transit, Aviation and the Port of Miami are beginning to show.

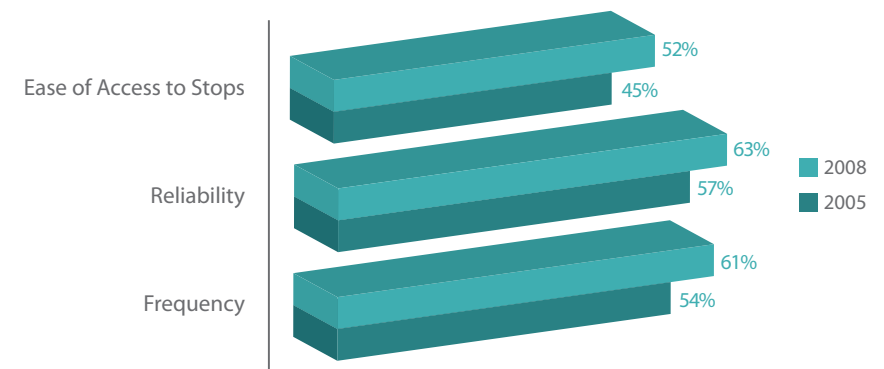
- **Big airport, big satisfaction.** Miami International Airport **ranked as the No. 6** most satisfying large airport in North America, according to a 2008 J.D. Power customer satisfaction study.
- **Friendly service during smooth rides.** Bus driver courtesy ratings are **up 7 points** from 44 percent in 2005 to 51 percent in 2008.
- **Getting to your destination on time.** In 2008, buses arrived as scheduled **76 percent** of the time compared to 67 percent in 2003.

Satisfaction among residents with the frequency of bus service came in at only 32 percent. The County recognizes its priority in the community and has eliminated less traveled routes focusing service where it's needed the most.



Miami-Dade County welcomed a world record 4.1 million cruise passengers to our port in 2008, up more than 9 percent from the previous year.

METRORAIL SATISFACTION RATINGS ARE ON THE RIGHT TRACK



Better on-time performance and more miles between breakdowns has led to a marked increase in resident satisfaction with the frequency and reliability of train service – 61 and 63 percent respectively – a net gain of 7 and 6 points each.



RECREATION & CULTURE

With less money to travel, more residents have been taking vacations closer to home. Local delights like Metrozoo, the Performing Arts Center, and our libraries, parks, museums, beaches and marinas make a Miami-Dade “staycation” blissfully affordable.

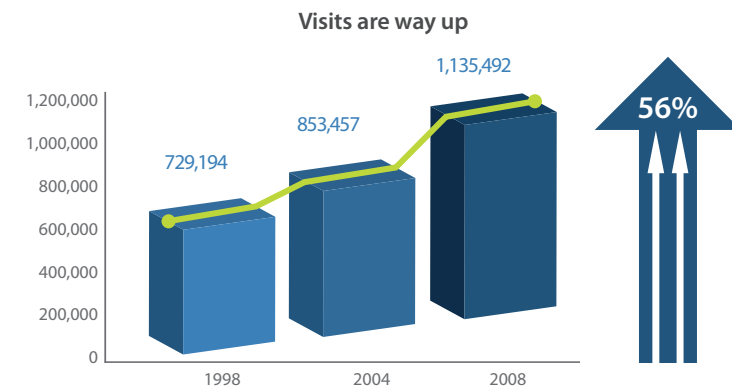
- **Keeping our history alive and accessible.** In 2008, **153,495 people visited Vizcaya** Museum & Gardens – an increase of 7 percent over the previous year. This national historic landmark is open 364 days each year and offers performances, art programs and tours for families, architecture enthusiasts and history buffs.
- **Laptops and tapes and books, oh my!** Miami-Dade County libraries have experienced a **25 percent** surge in visits over the last decade. That’s because of the vast array of programs and services – books, tapes, CDs, computer classes, Teen Zone, Toddler Storytime and more – for every age.
- **Bravo! for the arts.** Resident approval ratings of theaters, museums and arts centers increased 6 points from 2005 to 2008. Discount programs like Culture Shock and Golden Ticket have broadened cultural opportunities for audiences young and old. Culture Shock Miami **ticket sales jumped 84 percent** from 2007 to 2008.

The Miami-Dade Public Library system was presented the 2008 National Medal for Museum and Library Service at the White House. This is the nation’s highest honor for institutions that make significant contributions to their communities.



Families are spending more time at the park. Overall satisfaction with the park system is up 4 points to 63 percent. Park maintenance and programs scored 8 points higher than other large U.S. communities.

PARKS ARE A “HOT SPOT” OF NEIGHBORHOOD LIFE



Your support of the Building Better Communities Bond program has paid for renovations, repairs and expansions at parks, historical landmarks and the preservation of delicate wetlands. The payoff: park visits are up 56 percent over the last decade.



HEALTH & HUMAN SERVICES

Assisting those in need is one of the most critical services the County provides. We are doing our best to improve, and economic challenges have not deterred our commitment. In 2008, the quality of social services improved 8 points since 2005.

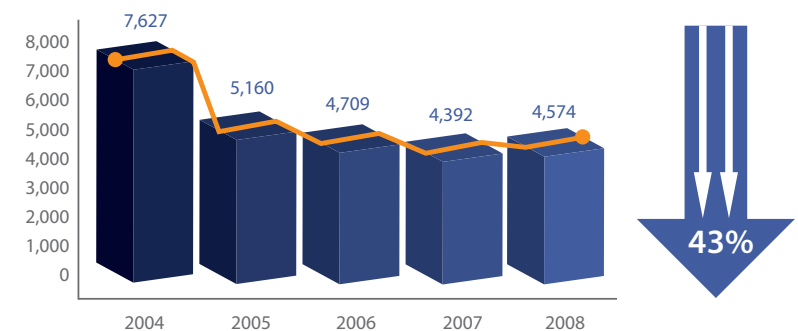
- **Helping families find homes.** The Affordable Housing Surtax Program has not only created a total of **15,000 affordable rental units**, but has also made it possible for more than 7,000 low-income families to become homeowners.
- **Providing shelter in a financial storm.** In 2008, the Homeless Trust placed over 8,500 adults and children into emergency housing and more than **3,100 people into permanent housing**.
- **Helping seniors conserve.** In 2008, more than **1,500 senior households** were retrofitted with low-flow showerheads and high efficiency toilets. As a result, the community saves water and seniors keep more of their money.

In 2008, Miami-Dade County served more than 765,000 nutritious meals to 1,314 seniors.



Online tools like Housing Central, which helps people find affordable homes, have contributed to a 7-point increase in resident satisfaction with access to social service information between 2005 and 2008.

NUMBER OF HOMELESS IN MIAMI-DADE COUNTY DECLINES SHARPLY



Resources like the Foreclosure Prevention Now site at www.miamidade.gov/foreclosure provide a lifeline to families looking for ways to keep their homes safe from foreclosure.



ECONOMIC DEVELOPMENT

While unemployment has been on the rise nationwide, some sectors are showing promise locally. Modest job growth in health care and some professional and technical trades along with nearly \$500 million in public works projects have helped ease the local impact of the global economic downturn.

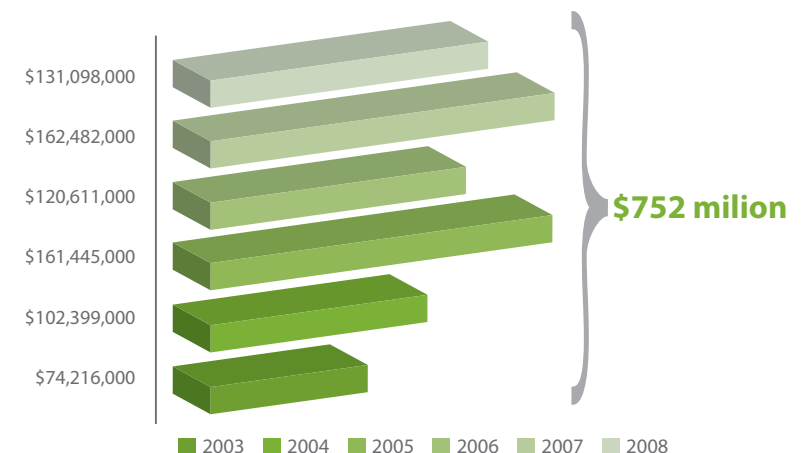
- **Small businesses take a piece of the big projects.** Miami-Dade County generated more than \$283 million in commerce through contracts awarded to small businesses in 2008.
- **Building the community one business at a time.** Since 2004, the Mom & Pop Grant program has awarded more than \$9 million to help build thousands of small businesses.
- **Laying the groundwork for a better community.** More than **400 County sites** have benefited from the Building Better Communities General Obligation Bond Program, creating jobs through the funding of over \$266 million dollars in capital improvement projects. Community enhancements include nearly **66 miles** in new and repaired sidewalks, over **10 miles** of new drainage and **42 miles** of resurfaced roadways.

Miami-Dade's air and sea ports are economic powerhouses for the local economy. The Port of Miami has a total economic impact of more than \$17 billion annually, while one in four jobs is linked to the airport.



USA Network's Burn Notice, shot in Miami-Dade County, is one of the many film and entertainment productions responsible for generating more than \$131 million in 2008.

FILM AND ENTERTAINMENT INDUSTRY A BLOCKBUSTER FOR ECONOMY



The local film industry is about more than just lights, camera and action. Over the last five years, film and entertainment productions have added a total of more than \$752 million to Miami-Dade's economy.



GENERAL GOVERNMENT

Miami-Dade County is committed to providing you quick, accurate information and top-notch service. You've told us we're doing better: overall satisfaction with the quality of County services increased 15 points from 2003 to 2008.

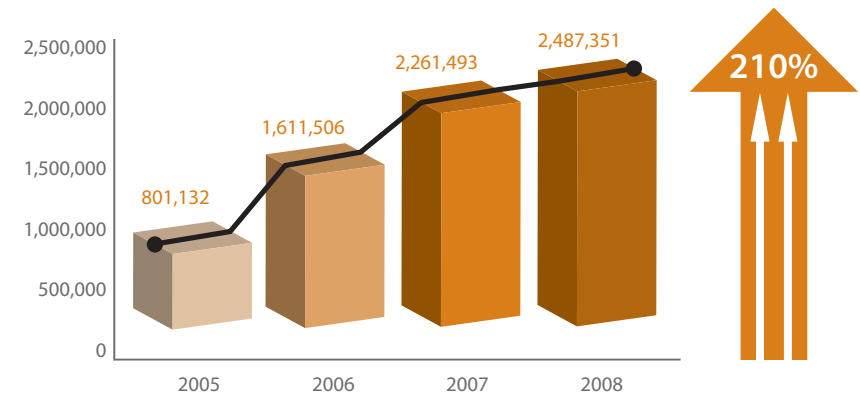
- **Access to County resources is as easy as 3-1-1.** One phone number provided answers to residents in English, Spanish and Creole more than **2.4 million times** in 2008. That's more than one call for every man, woman in and child in Miami-Dade.
- **Delivering excellent "self-service" online every day.** Online traffic to the County Portal increased by nearly 2 percent in one year to over **8 million visitors** in 2008, providing more of you with greater access and convenience, 24-7.
- **Consumer protection made easy.** In 2008, the Consumer Services Department helped consumers recover more than **\$1.25 million in refunds** through its complaint mediation program, a 99 percent increase over 2006.

The basic cost of County government, adjusted for inflation, remained steady over the last 15 years. Investments over the last five to six years funded enhancements to services such as more law enforcement personnel on the streets, triple the frequency of storm drain cleanings, stepped-up adoptions at Animal Services and programs that keep our youth out of detention centers.



While the world watched, we made sure a record 875,639 votes were counted during the 2008 Presidential Election.

WE'VE ANSWERED TO MILLIONS AT 311



We go above and beyond to get the answers that you need. The success of the County's 311 Answer Center is just one of the initiatives that contributed to the 10 percent increase since 2005 in the number of residents who say we went the extra mile.



Delivering Excellence Every Day

County Executive Office

111 N.W. 1st Street
Miami, FL 33128



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Board of County Commissioners

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José "Pepe" Diaz, *Vice Chairman*

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Natacha Seljas, *District 13*

Harvey Ruvin, *Clerk of Courts*

George M. Burgess, *County Manager*

Robert A. Cuevas Jr., *County Attorney*